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The critical shortage of trained personnel for rehabilitation work can be alleviated by careful selection of non-professionals to fill the existing positions. Research suggests that certain personal characteristics of counselors contribute substantially to the effectiveness of changing the behavior of clients. Traits of genuineness, empathy and warmth are characteristic of effective counselors and academic training is less important, as shown by a study involving trained and untrained personnel. Trainers of counselors must also be individuals who have shown competence in counseling, rather than in verbal skills or research techniques. A new source of rehabilitation personnel may be found by establishing voluntary service organizations, similar to Vista or the Peace Corps, which young Americans may prefer instead of the draft. Besides alleviating the shortage of rehabilitation counselors, the organizations could serve the young by helping them to develop self-images and find their bearings. Voluntary service could also lead to further, professional training. (JS)

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Selection, Training, and Manpower Recruitment In Rehabilitation [1].

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There is little need to document the growing demand for rehabilitation services, and the lack of traditionally-trained manpower to meet this demand. Further, the inability of training institutions to meet the training needs is also generally accepted. This dilemma has often been responded to by hiring nonprofessional personnel. This is usually seen as a method of temporarily filling the gap until professionals can be recruited, trained, and employed.

Nonprofessionals may in many cases be the workers of choice, however, if they can be selected carefully. This paper will discuss some new ideas in regard to recruitment and training of personnel, and then detail a source from which new nonprofessional workers could be found.

Developing from theory articulated by Carl Rogers (1951) and Charles Truax (1963), a concept of help-giving can be constructed which is in only a very limited respect dependent on

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professional training as preparation (Shapiro, 1967). The important variables in help-giving are similar to personality variables; they are interpersonal characteristics which are habitually used by an individual, rather than learned behaviors which one puts on and takes off in the specific counseling situation.

Research has suggested that genuineness, empathy, and warmth are effective counseling traits in changing client behavior and personality (Truax and Carkhuff, 1967). From this research has come a proposal which is not particularly complicated, and which verifies the previous beliefs of many professionals. Very simply: there is now good evidence that some counselors are more effective than others, and regularly have more positive impact on their clients than do others. And, that the characteristics of these more helpful counselors are fairly obvious personality traits which are effective in changing behavior in a variety of settings.

The implications of this belief have led us (and many others) to experimentation. If the personal qualities of genuineness, empathy, and warmth predict those more effective counselors, perhaps the other characteristics traditionally thought to be necessary for counseling are less important. Training in an academic institution has been considered a necessary prerequisite to be a counselor in most professional agencies. A bachelor's or perhaps even a Master's degree was required for consideration for a position. If one believes that personality characteristics are the important variables in effective counseling, however, one might wonder if nonprofessionals who were inherently therapeutic might not make effective counselors.

This concept was investigated at a residential rehabilitation center of over 300 beds in Hot Springs, Arkansas. The clientel is a mixed one, and the principal mission of the center is to provide the clients, who are called students, with the counseling and vocational training necessary to control their own lives after two to nine months of training. In a series of studies directed by Charles Truax, and with outstanding support of the training team in Hot Springs, some interesting conclusions were reached.

Secretaries taken from the staff at the Rehabilitation Center were found to be effective counselors. With day-to-day supervision by regular staff members, they proved to be successful. The untrained counselors were given a full case load, and were asked to both coordinate they case and deal on a day-to-day basis with problems which might come up. The secretaries who counseled the students were perceived by referral sources from around the State to have been just as useful to their students as trained counselors. Furthermore, there were no major differences between those counseled by trained and those counseled by untrained staff in regard to students' progress through the Rehabilitation Center (Truax, 1967).

This study, and several others which could be quoted, have raised in our minds a thorough reexamination of the nature of help-giving. Theoretical work by Albee (1968) and Berenson and Carkhuff (1967) have also influenced our thinking.

The general theory which makes this work relevant to hiring practices in rehabilitation is that the skills which must be learned by those who will be hired as nonprofessionals are less important

than their overall therapeutic and motivational thrust. Rehabilitation, after whatever physical restorations are necessary, is in large part an interpersonal process. The rehabilitation client must choose a career objective, must be trained for that career, must find a job, and must stay on the job. All of these steps are undertaken in the presence of a counselor, trainer or employer, as well as other peers who are undergoing the same process. The interpersonal variables which are effective in counseling and psychotherapy can be effective in other roles as well. As one example, teachers in normal classrooms who are rated as more therapeutic are able to help their students earn better grades and assimilate more knowledge than those teachers who are rated as less therapeutic (Aspy, 1965). The same findings hold true, although to a less striking degree, in 200 rehabilitation clients at the Hot Springs Center (Truax and Carkhuff, 1967). That is, those vocational instructors offering higher levels of genuineness, empathy, and warmth elicited from their students more cooperation in the courses, more dependable behavior, and a better quality of work.

At this point, it may be useful to discuss the question of training. Again, most basically, the therapeutic potential of the trainer is often more important than the content of the training. Up to now many agencies have used as trainers individuals who were senior in the organization, were tired of seeing clients on their own, were verbally facile, or were advanced in research techniques. None of these kinds of people are necessarily better trainers. We should begin to choose as trainers those individuals

who have showed themselves competent in helping clients. They may not necessarily be able to verbalize what they are doing, but they can serve as role models for those who will be soon acting in the same position that they (the trainers) once did, as well as providing the same therapeutic thrust for the staff that they did for their clients.

Just as counselors differentially affect their clients, and instructors differentially affect students, so trainers differentially affect counselors or instructors-to-be. All of us have attended training sessions which have had impact on us and on the rest of the audience, which have opened up to us the possibility that we could be serving our clients in a more helpful fashion. And we have also sat through programs which have deadened us, made us turn away, and which we have forgotten as soon as we got over the headache they elicited.

Trainers, both in academic institutions where they are called teachers or professors, and in training sessions in our own agencies, have the same dual effects. Some make possible a positive change in those who will serve clients, and some do not. It should be possible to pick out those rehabilitation workers who have been really moving their clients and let others watch them work. The other workers should be given a preliminary set to attend to the model instructor's style, rather than his subject matter. The same can be done for counselors and for others in the rehabilitation team who provide service and who are expected to change their clients. Further, direct interaction between

trainers and staff should have therapeutic impact upon staff, helping them in turn to be more therapeutic with their clients.

Again, these trainers may not be the individuals who will ever become administrators, or who enjoy attending meetings, or who have been with the agency for long periods of time. They are simply more effective than others. They should be encouraged to take part in training, either in discussion groups or through example.

A New Source of Rehabilitation Personnel

Thus, it has been argued that the differences between effective and ineffective helpers, and effective and ineffective trainers, are relatively unrelated to professionalization. These matters are unimportant, however, if rehabilitation agencies are not able to choose between prospective employees. And, at the present time, this is the case. In many agencies, especially at the higher levels of employment, almost anyone with the degree requirements is a good candidate for a job. Many agencies are not in the difficulty of trying to choose between a number of highly qualified applicants. Instead, they are busy recruiting, near and far, to try to find someone who <u>might</u> be interested in working for them. For this reason, much of the above is beside the point. Agencies are not in the position of choosing the most helpful, for the most part, but in <u>finding</u> someone.

Before discussing new personnel, we in rehabilitation must understand that our services are considered far less important

than the work of many other segments of American society. We must also learn to understand why certain forces in our society are perfectly happy to keep us relatively unimportant.

At the present time there is a widespread lack of acceptance of the spending of tax dollars for welfare programs in this country. The ease with which the United States Congress passed the big-budget items for the military as compared with the difficulty with which War on Poverty money is appropriated is an example of the committment of those who are elected. We begin with only a small percentage of the funds to be appropriated, and we are cut still further when there is trimming to be done. On the other hand, past, present, and future wars account for well over 50% of the national budget, and are expanded rapidly and with little controversy whenever the professionals in command, the army, request such growth.

A correlate of the power of the military is our country's committment to a period of military training for young men. This is seen as a way for a boy to become a man, to stabilize his self-concept and his interests, and to develop a way of life which will be useful to him in the future. Older teen-agers who get into trouble with the law are often given a choice between a term in prison or joining one of the armed forces. Students in college who are unsure of their goals or who are earning failing grades, are often encouraged to "grow-up" by taking a two-year hitch in the military. This belief in the military as a positive training experience goes beyond any expectation that the military man is "serving his country"; serve he may, but he is also thought

to be well-served by the military. It is also not vitiated by the strong anti-military, anti-draft stands of a sizable minority of college students and a probable majority of college students in the more prestigious schools. Although some students totally reject the kind of regimentation and philosophy forced upon those who are trained for the military, more are rejecting the current adventure in Vietnam, and accept the military as a reasonable problem-solving device, and so also presumably accept its training as a generally reasonable structure.

More than fifty years ago William James (1910) suggested that nations ought to adopt a moral equivalent to war. By this he meant a draft army of young men who would spend several years in some service occupation, one which required the positive qualities then attributed to the military. Essentially, James was arguing that every society chooses for itself an area of strong committment, and that one way to overcome the emphasis on the destructive forces of warfare was to direct society's energies in another direction.

Can we redefine America's goals so that a period of time spent in rehabilitative work will be considered the kind of service which young men and women might wish to give to their society? Can we learn to believe that a two-year Peace Corps experience, a one-year VISTA experience, a one-year rehabilitation experience will accomplish the same ends we currently expect from the armed forces? I do not mean to suggest that we should draft men and women for reconstructive work with individuals or groups who could use rehabilitative services, but that this work be both

available and recommended to the youth of this country.

Voluntary service has already been pioneered by the Federal Government with the Peace Corps, VISTA, and other programs. These groups, however, select only the most able, and so large numbers of young men and women who might make some contribution are selected out. The Job Corps has a different bias, and though administered as a training and service agency selects out the unpoor and the able.

Pearl and Riessman (1965) and others have discussed the use of large groups of nonprofessionals in providing human service to others. Though they have concentrated upon the poor, their concepts can be adapted to a full-scale program of Voluntary Service for Youth. Several religious groups (Latter Day Saints and Friends, among others) have had extensive experience administering similar programs.

A fully-developed service will have a measurable impact on unemployment in young America, on the quality and extent of social services offered to all Americans (and, other nations as well), and in the value structure of Americans. Grandiose? Certainly! But possible.

Establishing such a program will require that funds at least equivalent to those now paid to army recruits be available for those who want to develop themselves through building men and societies. This program will not be as selective as the Peace Corps and VISTA now are in regard to skills, nor as restrictive as the Job Corps in terms of poverty-level background. Just as almost any male can expect to be accepted if he volunteers for

the armed forces, almost any male or female should expect to be accepted for a job in some area of voluntary service.

Further, this choice should be recommended to individuals who are searching for a way of finding their bearings. The opportunity to take part in developing an individual or small group of persons, and in that way to effect the course of the whole society, is a very special one. For those who wish it, voluntary service can provide the same opportunities for travel as does the armed forces at the present time, as well as training in a skill which will later be marketable.

For anyone who presently sees the army as a growth experience this plan of voluntary service should be at least acceptable. For many who do not accept the armed forces this plan should be a welcome one. It will expose young men and women to the exhilarating possibility that they can help others. This will presumably have a far more positive long-lasting effect on their lives than forced time in the armed forces. It will also help advance the society in general, in providing manpower for services which today are not provided.

Young people who volunteer for such a program should have a major say in the area of their work. Some will prefer physical labor, others teaching, others desk positions with service agencies. Some, however, will undoubtedly choose to be involved in direct contact with underpriveleged or client populations.

It is at this point that we in rehabilitation should become interested. As noted earlier, some individuals with what are now considered minimal amounts of training have been shown to be

effective in counseling, and in other social service occupations. The plan outlined above will provide the manpower needed to service the programs that we and our clients believe are needed. It will give us enough individuals to work with that the selection procedures which have been developed can be used, and clients will be receiving the best services available for the taxpayers' dollar (Savino and Schlamp, 1968).

This program should also provide rehabilitation services with a base from wh ich to develop further recruitment and training. We will be able to encourage those who are most effective to stay with us in regular staff positions after their voluntary service period is over, or to go to Universities or other training institutions for more advanced preparation. The program is dependant upon a recommittment of the society to training individuals for service, rather than destruction. If America chooses growth and development within and outside our nation, vast amounts of money now spent on armaments must be reconverted. The large numbers of young men who are not doing work which provides goods will become more visible. Many of those formerly in the army, and many of those unemployed, will be engaged in service-type employment. In some areas they will be building roads and schools, and in others, tearing down roads and schools to lay out parks. More interesting to us in rehabilitation services, they will provide the front-line of manpower to service those who need help. If our country will allow for a period of voluntary service the money can be found to buy the services. The money is available, just as it was available for Vietnam. The real question is whether

the people of America want it strongly enough. And it is the job of those of us in planning for further rehabilitation services to show that the needs are great enough to call forth the willingness.

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